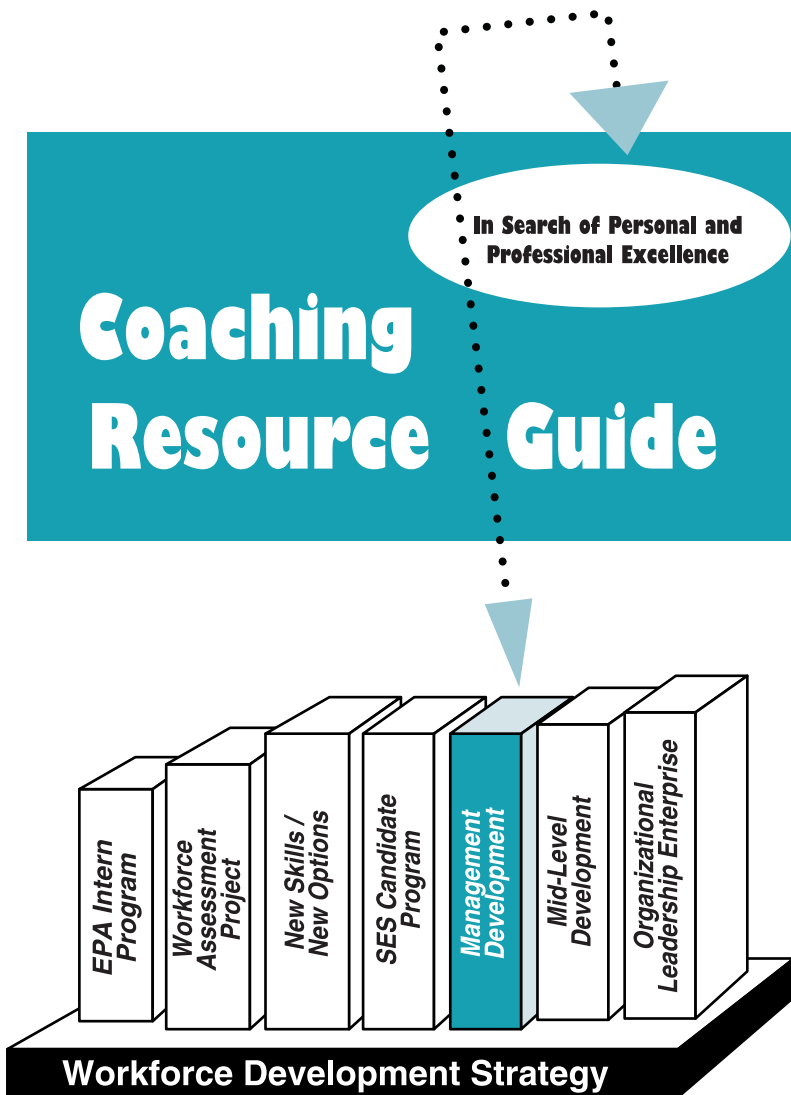




United States Environmental
Protection Agency

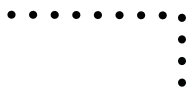
Office of Administration
and Resources
Management

EPA 210-B-02-002
February 2002





Acknowledgements



This “*Coaching Resource Guide*” is a product of EPA’s Workforce Development Strategy. The Strategy is an initiative of the Office of Administration and Resources Management, working in partnership with EPA’s Human Resources Council. One of OARM’s key priorities is “preparing EPA for future challenges by building the skills of its people while fostering diversity.” This resource guide has been designed to provide managers with information that focuses on their personal and professional development.

Primary contributors to this Guide include:

◆ **Lee Salmon**

Principal Author
Coaching Consultant, Federal Consulting Group, Dept. of Treasury (formerly with EPA/OAR/HQ)

◆ **Julie Bowen**

Supporting Author
Organizational Development Consultant, EPA/Region 10

◆ **Jane Chadbourne**

Supporting Author
Organizational Development Consultant, EPA/Region 8

◆ **Micheline A. Ward**

Supporting Author and Editor
Lead, Management Development Project, Institute for Individual and Organizational Excellence, EPA/HQ (currently on detail from Region 10)

◆ **Sharon L. Ridings**

Layout and Design
Management Development Project, Training Lead
Institute for Individual and Organizational Excellence, EPA/HQ

Kerry Weiss

Director, Institute for Individual and Organizational Excellence and Project Manager, Workforce Development Strategy, EPA/HQ

◆ *These individuals may be contacted for further information.*

Table of Contents



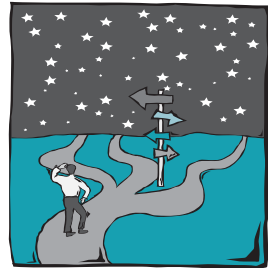
What is coaching?	1
Coaching is not...	2
How is coaching different from mentoring?	4
What do coaches do?	5
Why would I choose to work with a coach?	6
How does a coaching partnership work?	7
How much does it cost to work with a coach?	10
How do I find and select a coach?	11
How do I end a coaching relationship?	13
Suggested Readings	14

What is coaching?

Page 1



There are many types of coaching but the type described here is most often called executive or business coaching. It focuses on the business world and ways of helping align organizational and individual goals to produce performance results. In today's context of an emerging leadership void throughout government, coaching is a proven tool to accelerate the development of future leaders at all levels.



Coaching is Leadership in Action.

Coaching is an on-going partnership that enhances a manager's learning, performance, and progress in his/her professional and personal lives. The coach is the manager's partner and champion for success. A coach uses a set of skills that help a manager learn within an environment of appreciation and supportive interaction.

Coaching can help a leader manage personal and organizational change, move through work experiences with a greater degree of confidence and personal leadership, and connect one's personal skills, interests or abilities to particular work. Coaching can also help managers learn how to bring out the best in their staff by helping focus staff members on assignments where they can make a meaningful contribution to the agency and develop themselves in the process.

Coaching is not...



Page 2

Not Consulting

Coaching is not consulting ... although at times a coach may use consulting skills. A consultant gives expert advice; a coach does not advise, but helps the manager discover within him/herself the answers. Unlike a consultant, the coach often works with a manager to help him/her achieve professional and personal goals, work through changes, and/or practice new skills. A coach focuses sessions on learning what works, what doesn't, and the reasons for each.

Not Therapy

Coaching is not therapy... Coaches do not stay focused on "personal issues," the past, or deal with trying to help the manager understand the root cause of his/her dysfunctional behaviors. Coaches work in the present, are forward focused, and results oriented for success.

Not About Competition

Business coaching includes principles from sports coaching, like teamwork, going for the goal, and being the best. But unlike sports coaching, **career coaching is not about competition or based on win/lose**. A coach is more like a personal fitness trainer who focuses on helping a person learn what it takes to improve, set meaningful goals, and be accountable for his/her results.

A coach helps a manager understand his/her resistance to change; what body, mind, and emotion structures keep him/her from moving forward; and helps design practices that break these structures down so change can be sustained.

Not A Conversation With Your Best Friend

Coaching is not a conversation with your best friend... You need a best friend to listen, empathize, and share experiences with you. However, your best friend probably does not possess the professional skills to help you learn and hold you accountable for creating the success you want in your life. Coaches are neutral partners. Yes, they care about your success, but in a much more professional way from that of a friend.

And... coaching is not mentoring.

Not Mentoring



How is coaching different from mentoring?(Click Here)



Page 4

Traditionally, mentors, typically senior executives, have used their influence and experience in an organization to personally advise, counsel, coach, and guide career development and sponsor promotion for a protégé. They open doors and make introductions for the protégé. In the past, mentors usually chose their protégés.

Today the role of mentor has broadened. A mentor is someone who has the professional and/or personal competence to pass on organizational knowledge (through skill and example). They also share personal authority and experiences through dialogue, and often give advice. The mentor may use coaching skills to help focus the enhancement and development of existing leadership qualities and skills. Increasingly, mentors are chosen by a protégé. Most successful leaders acknowledge one or more mentors as an important factor in their career development and success.

“The scarcest resource in the world is leadership talent, capable of continuously transforming organizations to win in tomorrow’s world... All people have untapped potential... With coaching and practice, we can all get better at it.”

Noel Tichy, The Leadership Engine.

What do coaches do?

Page 5

Coaches use listening, interpersonal skills, and conversation to help managers:

- Set desired goals and achieve them;
- Focus on learning how to learn and more quickly produce results;
- Deepen understanding of resistance to change and effectively deal with that resistance;
- Use different styles of leadership as the situation dictates; and
- Develop tools and a network of support to accomplish more.

Coaches develop rapport and use skillful questioning to set the stage for significant discussion around such issues as leadership development, personal and organizational change, and creating capability through high performing employees with enhanced emotional competence.

Through coaching, managers learn to surface faulty assumptions or other barriers to learning and are held accountable for action. A coach helps a manager maintain perspective and work to achieve a balance between his/her professional and personal life.

Coaching is about tapping into the inherent wisdom, knowledge and creativity of the manager. Powerful coaching builds a manager's self-awareness and self-confidence. It helps identify and change behaviors that create barriers to authentic, "adult-adult" relationships.



Why would I choose to work with a coach?



Page 6

There are many reasons a manager might choose to work with a coach. A few examples include:

- Leadership Development: developing an understanding of different leadership styles and practicing them and learning how to be more strategic and flexible in their use;
- Change Management: learning how to plan and effectively implement organizational change;
- Coaching: learning coaching models and building coaching skills;
- Team Coaching: learning how to effectively manage conflicts that naturally arise in teams;
- Feedback: improving skill in giving and receiving feedback;
- Career Derailment: regaining focus and energy and pursuing a major shift or re-assignment to remain productive;
- Career Development: planning and growing for the next promotion or change in career;
- Transitions: learning how to work effectively with a new executive team;
- Measurement Accountability: learning new measurement tools and processes to achieve more focused results; and
- Retaining the Best: learning how to develop and retain high performers.

“It is incumbent on each of us, to start telling our story in such a way that you can grant magnificence back to your work and back to what you do. If you can’t grant magnificence to your work, you grant magnificence to yourself and have the courage to step out of it into something that is really commensurate to your gifts and is a place where you can really feel like you come alive again at the frontier of your own destiny.

David White, 1999

How does a coaching partnership work?



Page 7

Most coaches work with a client face-to-face, over the phone, via e-mail, or use video conferencing. Each coach usually has a preferred way of working, and you need to determine if his/her approach meets your needs.

You will be most successful if you commit to a regular meeting schedule, typically once a week or twice a month, and are willing to follow through with the actions you agree to during your coaching session. The minimum time commitment to work with a coach is six months. The time commitment for you will depend on what you are trying to achieve and your willingness to do what it takes to achieve it.

Your First Coaching Session:

In your first coaching session, which is often your initial interview or the next session after that, you can expect the coach to want to get to know you, understand your coaching goals and why they are important to you. The coach will look for clarity in your goals and assess your commitment to success. Likewise, you will want to get to know your coach and how he or she works. What kind of results have they achieved with other clients? You'll want to know what results you might expect and for how long you might have to work to achieve success.



Your coach may ask you to define what success might look like or how you would know if you are successful. You will want to discuss how you will meet, how often, the duration of each session, and the cost. (See the explanation of cost on page 10.) The coach might discuss the use of assessment instruments to help give you important data upon which to develop a Learning or Individual Development Plan.



Above all, you will want to assess the rapport between you and the coach (e. g., Do you have the right “chemistry”? Is the coach someone you feel you can trust and confide in?). The quality of the relationship and the foundation upon which to build trust are the most critical factors you need to determine to ensure success in the coaching relationship. More guidance on how to select a coach is provided later.

Page 9

Once you decide on the coach you want, you should develop a partnership agreement that, at a minimum, covers the following:

- Coaching goals;
- Roles and responsibilities of both parties;
- Cost of coaching, form of payment, and payment schedule (if applicable);
- Session location, frequency, and duration;
- Policy for canceling or rescheduling sessions;
- Contact information for both parties: phone numbers (business, home, fax and cell), e-mail address, and mailing address; and
- Termination policy such as a “no fault” decision to stop without cause. Negotiate the final closeout payment (e. g., a total payment for work to-date; a pro rata percentage of program completion) — if applicable.



How much does it cost to work with a coach?



Page 10

Most coaches charge a fee based on the length of the coaching period the number of times you meet, pre- and post-session preparation and research, and the way you choose to work together. The cost can also include the use of assessment instruments or an assessment session. The experience, background, and credentials of the coach also determine the cost.



Investing in Your future

Note: Because coaching is being recommended as part of the EPA's Management Development process, some Agency locations are contributing toward the cost of a coach for their supervisors, managers and executives. Check with your local Training Officer or Organizational Development Consultant to determine your location's practice. If your location is not willing to pay for a coach at this time, be willing to pay for one yourself. Having a coach is an investment in your professional and personal development — you're worth the investment.

How do I find and select a coach?



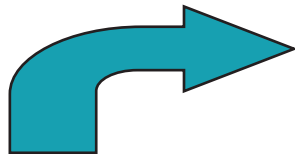
Page 11

One of the best ways to find a coach inside the EPA is to ask your colleagues for referrals. You can also talk to your organization's Training Officer or Organization Development Consultant. You might also want to contact staff in the EPA's Institute for Individual and Organizational Excellence or the Career Resource and Counseling Center.

The International Coach Federation (ICF) maintains a list of certified coaches. They also provide a list of recognized coaching training schools. The ICF, and all coaching schools, provide coach referral services for people completing their programs. You will find the ICF coaching training schools at the following website address: <http://www.coachfederation.org/schools.htm>.

If you are considering the services of an executive or business coach:

- ➔ Interview the prospective coach, preferably in person or on the telephone.
- ➔ Ask for qualifications, e.g., degrees, training, certifications. Qualifications of coaches vary widely, from some training, to successful completion of a coach training program, to certification by the ICF. Ask for a copy of his/her resume, company brochure, statement of capabilities, and/or website address.



- ➔ Find out about the prospective coach's experience. Ask such questions as how long the person has been coaching, how many clients he or she has, and what other work and life experiences does he or she possess which may support his/her ability to coach. Ask what was his or her most challenging coaching work, what results did his or her clients produce and what they learned in the process.
- ➔ Ask about the coach's area of specialization (i.e., Executive, Change Management, Leadership Development, Career Development, Managing Transitions, etc.).
- ➔ Ask if the prospective coach has a coach and is in a regular coaching relationship with his/her own coach. Ask what he or she does to keep learning and developing.
- ➔ Ask for referrals and/or written client testimonials. Call one or two references at a minimum.
- ➔ Ask the prospective coach to describe his/her particular approach to coaching. Determine if the coach's approach, specialty area and style is compatible with your desires. Assess what results you might expect from working with the coach.
- ➔ Ask for a free sample coaching session. This is a good way to experience the coach's style and approach.
- ➔ Ask about the coach's fee (if applicable — see note on page 10) and whether there is a separate charge for assessment, including the cost of any assessment instruments. Inquire how much money is needed up front, and whether or not the payment schedule negotiable. Ask for a sample copy of the coaching contract/agreement and the coach's cancellation policy.
- ➔ Base your final decision on a combination of the coach's qualifications (e.g., training, depth of experience, testimonials); how well you align with his/her perspectives, approach and personal demeanor; personal chemistry; a sense of trustworthiness; and commitment to your success. Finally, consider the coach's fee and payment schedule, if applicable.

How do I end a coaching relationship?



Page 13

In some instances, the coach/manager relationship may not work. Sometimes we outgrow the coach's ability or area of competence. Revisit your goals. Ask yourself if you are working as hard as you can and are getting the results you originally set forth in your partnership agreement. If there is a problem, end the relationship and move on. If needed, find another coach who can help you move forward and be successful. In a successful coaching relationship a manager learns more about him/herself and how to be a more effective leader, in turn coaching others. Both the manager and the organization benefit from the coaching experience. As Warren Bennis notes, "To become a leader... you must become yourself... the maker of your own life."¹

The realistic outcome of an effective coaching relationship is that a manager becomes more self-aware, is more confident, more resourceful, and better able to make more informed professional and personal decisions. A manager leads by demonstrating a commitment to continuous learning and personal growth. Because of these coaching outcomes, it may not be easy to end a coaching relationship. Sometimes one can grow to depend on the wisdom and support a coach provides; however, an effective coach and manager manage the "letting go" and "moving on" process.

¹ On Becoming a Leader, Page 51, by Warren Bennis, 1989

Suggested Readings



Page 14

“Behind Closed Doors: What Really Happens in Executive Coaching” by Douglas Hall, Karen Otazo, and George Hollenbeck, *Organizational Dynamics*, Vol. 27, 1999

Co-Active Coaching: New Skills for Coaching People Toward Success in Work and Life by Laura Whitworth, Henry Kimsey-House, and Phil Sandahl, 1998

Coaching: Evoking Excellence in Others by James Flaherty, 1998

Coaching for Performance by John Whitmore, 1996

Developing High Performance People: The Art of Coaching by Oscar Mink, 1993

Leader as Coach by D. Peterson and M. D. Hicks, 1996

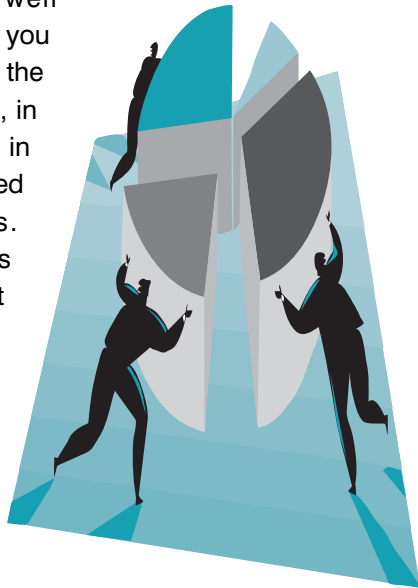
On Becoming a Leader by Warren Bennis, 1989

The Handbook of Coaching: A Comprehensive Resource Guide for Managers, Executive Consultants, and Human Resource Professionals by Frederic Hudson, 1999

“To be successful in today’s ever shifting, always competitive market, people count for more — they can make or break the best business strategy; be the driver or brake in adopting new technologies. People are not an implementation issue, nor just an operational or strategic asset. People are the raw resource around which business success revolves.

No strategy, however well designed, will work unless you have the right people, with the right skills and behaviors, in the right roles, motivated in the right way and supported by the right leaders. Adopting new technologies without having the right people to use them, wastes billions of dollars of investments by companies throughout the world.”

The Hay Group





US-EPA

OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT

OFFICE OF HUMAN RESOURCES AND ORGANIZATIONAL SERVICES

***Management Development Project
Workforce Development Strategy***

EPA Institute for Individual and Organizational Excellence
<http://intranet.epa.gov/institute>

COACHING vs. MENTORING

How does coaching differ from mentoring?

One can understand how we at EPA (and elsewhere) might be confused about coaching and mentoring. What contributes to that confusion is that a coach and mentor often perform their work using similar skills sets, such as strong interpersonal and communication skills. And, effective mentors (as well as effective supervisors, managers, and executives - leaders of all kinds) also use effective coaching skills. The information, performance improvement, or change one is seeking determines whether one would have a mentor or a coach - or both. Often one works with a mentor when he or she wants to “move up” within the organization. A person would seek the assistance of a coach to enhance his or her professional or personal effectiveness.

Coaching is similar to and different from mentoring. Some of the differences between the two might be found by looking at the role of a Mentor and the role of a Coach.

A Mentor -

- * Usually occupies a senior-level assignment of authority and influence within the organization
- * Knows the organization/its structure, policies, and processes (both spoken and unspoken)
- * Has a broad view and multiple working experiences
- * Knows the “politics” of the organization
- * Shares knowledge and experiences
- * Helps identify developmental opportunities within the organization and “open doors”
- * Knows when to interpret and when to pass on wisdom
- * Generally TELLS - advises, instructs, suggests, gives opinions
- * AND... an effective mentor also knows when and how to coach

A Coach -

- * Helps shift the world view of the client (the person being coached) in a way that opens up new possibilities for action
- * Often draws on assessment data from the client and others to increase the client’s awareness of areas for development and set goals and a plan for reaching them
- * Assists the client in staying focused on an area of improvement or learning objective to achieve the desired outcome(s) or change
- * Explores possibilities and potential resulting outcomes
- * Helps the client identify values and passions and align them with professional or personal goals
- * Works with a client to discover the answers from within
- * Listens, make inquiries, and observes/reflects
- * Generally ASKS powerful, thought-provoking questions that tap the inherent wisdom and creativity of the client

Mentors usually reside within the same organization as the person being mentored. Coaches, on the other hand, are more often than not external to the organization; however, there are some internal coaches, and the approach each takes differs in relation to the person being coached. Individuals engaged in coaching and/or mentoring relationships understand the unique support and assistance that each provides.

Here's how a couple of your colleagues who have experienced coaching and mentoring view the differences:

"I have used a personal coach to support me in achieving specific, challenging goals. The length of the relationship was defined by the task at hand. My relationship with a mentor is an ongoing one, with the mentor offering suggestions and possibilities for me to consider as I map out my future. "

- Barbara McAllister
Director, Office of Air Programs/R10

"I've ...been fortunate to have a number of mentors who have "showed me the ropes" of being an effective manager. Those mentors taught me valuable lessons on the unspoken organizational rules, that when breached, can damage your career and personal effectiveness. They've also shared their insights on the internal politics - who's support do I have to sell an idea; what is it they value so I'll know how to best present a proposal; which decision maker is going to align with who on a given issue. My mentors have opened doors by being my advocate when opportunities arose for key projects, positions, or special assignments. Yes, I have benefitted tremendously from mentoring over my career.

It was only last year that I had the opportunity to work with a professional coach. In fact, I've now had two coaches Although I didn't know what to expect initially, I soon recognized the complementary nature of mentoring and coaching. While my coaches worked with me to improve my effectiveness, they also helped me focus on other aspects of my being such as health and fitness, family, interpersonal relationships, and personal goals. While my mentors gave me advice that was entirely career focused, my coach addressed my whole existence and did so in a way that was more an experience of exploration than it was advice giving. By asking probing questions, challenging my thinking, and exploring alternative perspectives, my coach helped me find answers and make decisions that have improved both my professional and personal effectiveness. Coaching is different from mentoring in one other way. It takes some effort on your part. It's one of those things where you'll get out of it what you put into it. I recommend coaching for all managers who have a drive to improve."

- Jody Hudson
Associate Assistant Regional Administrator
for Informational Management, Office of
Policy Management/R7

“Mentors can give you organizational and directional guidance. Coaches keep you focused on honing the skills to follow the guidance you choose to pursue. Yes, I always have an analogy.

A mentor will talk to you about trips you might take, good restaurants you should plan to visit, give you leads on people at each stop who can help you once you decide which direction you are planning to go. A coach will ask you how far you can walk in a day and suggest you start building up your stamina, asks you specific questions about your likes and dislikes and **get you** to construct a detailed plan for each day, choose the right size suitcase, etc. A mentor will talk to you as you are first thinking about the trip, then call you when you return. The coach will check in, ask you questions and focus you on the actions you need to take to leave on time and enjoy the trip. When you return, and tell them both about the one really bad day of your trip, the mentor will probably say, “ That is too bad, but it sounds like the rest of the trip went well.” The coach will say, “So what did you learn from that and what will you do to ensure you don’t have that experience again?”

Jane Moore
Deputy Director, Office of Wastewater
Management, Office of Water/Hqs

Mentors and coaches are organizational resources that can greatly contribute to one’s professional and personal learning and development. Once an employee is clear about what they want to achieve, a coach or mentor (or both) can help them realize that goal. Furthermore, the benefits the employee derives from working with a mentor and/or a coach allows that employee to more effectively contribute to achieving EPA’s mission.

References: EPA’s “Coaching Resource Guide,” dated 2/02; “Developing and Launching a Mentoring Program,” dated 2/02; and “Management Development Resource Guide,” dated 7/00.

Article submitted by:

Micheline Ward
Lead, Management Development Project: Coaching
EPA Institute for Individual and Organizational Excellence

9/23/02